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# USAID IRAQ ADMINISTRATIVE REFORM PROJECT

## MONTHLY PROGRESS REPORT - JANUARY 2013

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Iraq Administrative Reform Project



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## LIST OF ACRONYMS

AD	Administrative Decentralization Component
BPA	Business Process Analysis
BPP	Bureau of Public Policy (Presidency)
CB	Education Capacity Building Initiative
CBO	Capacity Building Office (USAID)
CoM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
CoI	Commission of Integrity
COR	Contracting Officer's Representative/USAID
CoR	Council of Representatives
CoS	Chief of Staff
COSQC	Central Organization for Standardization and Quality Control
CSR	Civil Service Reform Component
DfID	Department for International Development (UK)
DG	Director General
DPMO	Deputy Prime Minister Office
ECBI	Education Capacity Building Initiative
FCSC	Federal Civil Service Commission
FCSI	Federal Civil Service Institute
GO	Governor's Office
GZ	Green Zone (See IZ)
Gol	Government of Iraq
GSP	Governance Strengthening Project (USAID)
HC	High Committee for Civil Service Reform
HR	Human Resources
HRD	Human Resources Division
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
IDMS	Iraq Development Management System
INMS	Iraqi National Monitoring System
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
IZ	International Zone (See GZ)
MoA	Ministry of Agriculture
MoC	Ministry of Communications
MoCH	Ministry of Construction & Housing
MoCu	Ministry of Culture
MoD	Ministry of Defense
MoE	Ministry of Electricity
MoEd	Ministry of Education
MoEn	Ministry of Environment
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoH	Ministry of Health
MoHE	Ministry of Higher Education
MoHR	Ministry of Human Rights
MoI	Ministry of Interior
MoIM	Ministry of Industry & Minerals
Moj	Ministry of Justice

MoLSA	Ministry of Labor & Social Affairs
MoMD	Ministry of Migration & Displaced
MoMPW	Ministry of Municipalities & Public Works
MoO	Ministry of Oil
MoP	Ministry of Planning
MoSPA	Ministry of State for Provincial Affairs
MoSWA	Ministry of State for Women's Affairs
MoST	Ministry of Science & Technology
MoT	Ministry of Trade
MoTA	Ministry of Tourism & Antiquities
MoTr	Ministry of Transport
MoU	Memorandum of Understanding
MoWR	Ministry of Water Resources
MoYS	Ministry of Youth & Sport
MSI	Management Systems International
NCCIT	National Center for Consultancy and Information Technology
NDP	National Development Plan
NGO	Non-government Organization
NIC	National Investment Commission
NPM	National Policy Management Component
OD	Organizational Development
OPD	Office of Policy Development (Prime Minister's Office)
PAR	Public Administrative Reform Committee (See PSM)
PC	Provincial Council
PCSC	Provincial Civil Service Commission
PM	Prime Minister
PMI	Project Management Institute
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
PSM	Public Sector Management Committee (See PAR)
RFP	Request for Proposal
RG	Regulatory Guillotine™
SAB	Supreme Audit Board
SES	Senior Executive Service
SIDA	Swedish International Development Agency
SoW	Scope of Work
SOP	Standard Operating Procedures
T&D	Training and Development
TA	Technical Assistance
ToR	Terms of Reference
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USG	United States Government
WB	World Bank

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project (USAID-*Tarabot*<sup>1</sup>) for the period January 1 - 31, 2013. The Monthly Report for February is due on March 2, 2013.

## EXECUTIVE SUMMARY

- **School investment budget decentralized.** The Minister of Education ordered the decentralization of the entire schools investment budget. Provincial control of the building and maintenance of schools will allow an efficient and timely response to regional education needs, with better facilities and safer, more stimulating environments. This significant transfer of central government power follows extensive USAID-*Tarabot* assistance to the ministry and across the government to identify the benefits of decentralization.
- **Basrah embraces project management.** The Governor of Basrah ordered the establishment of a Project Management Office, following extensive training from USAID-*Tarabot* advisors. With up to date methodologies, functions and organization, the office will help the governorate to oversee capital investment projects, and ensure their rapid and cost-effective implementation. USAID-*Tarabot* helped establish Project Management Offices in Najaf, Diwaniyah, Babil, Anbar, and Muthanna and is working to develop more offices.
- **Building support for “brain gain”.** USAID-*Tarabot* advisors are assisting Presidency advisors on the development of a policy on “brain gain” which aims to encourage Iraqi university professors teaching abroad to return and teach in Iraq. In a meeting with the Presidency and the Ministries of Higher Education and Migration and Displaced, the government's refusal to recognize foreign degrees was highlighted as a hindrance to the professors' return. Presidency advisors are also being assisted to develop a questionnaire to survey Iraqi academics overseas on their needs.
- **Civil Service Institute structure defined.** The USAID-*Tarabot* Civil Service Reform (CSR) team completed the draft design of the organization and functions of forthcoming Federal Civil Service Institute (FCSI), to be reviewed by the High Committee for Civil Service Reform. The institute is set to create a system to unify the training of over three million civil servants across the government to deal with the challenges of public administration and efficient service delivery. While the draft is reviewed, the team will design job descriptions and standard operating procedures to govern decision-making and training delivery.
- **The road to good public financial management.** The USAID-*Tarabot* team prepared a draft road map for the development of a modernized public financial management (PFM) framework, which can be applied cross-government. Standardized manuals have been completed for medium term budget frameworks, and program performance-linked budgeting. The manuals, along with a public expenditure management survey based on OECD and World Bank standards, are already being used to assess and improve the budget formulation and execution processes of ten ministries. USAID-*Tarabot* advisors also analyzed the Financial Management and Public Debt Law of 2004 to inform recommendations for the development of an integrated Public Financial Management Law,

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<sup>1</sup> For brevity and convenience the Administrative Reform Project is referred to in the text by its Arabic name, *Tarabot*, meaning “Linkage”.

which aims to build an efficient and transparent PFM system capable of providing quality public service.

**Events:** This January was the second-most active month of the USAID-*Tarabot* project since its inception. The following description accounts for the numbers and types of events delivered.

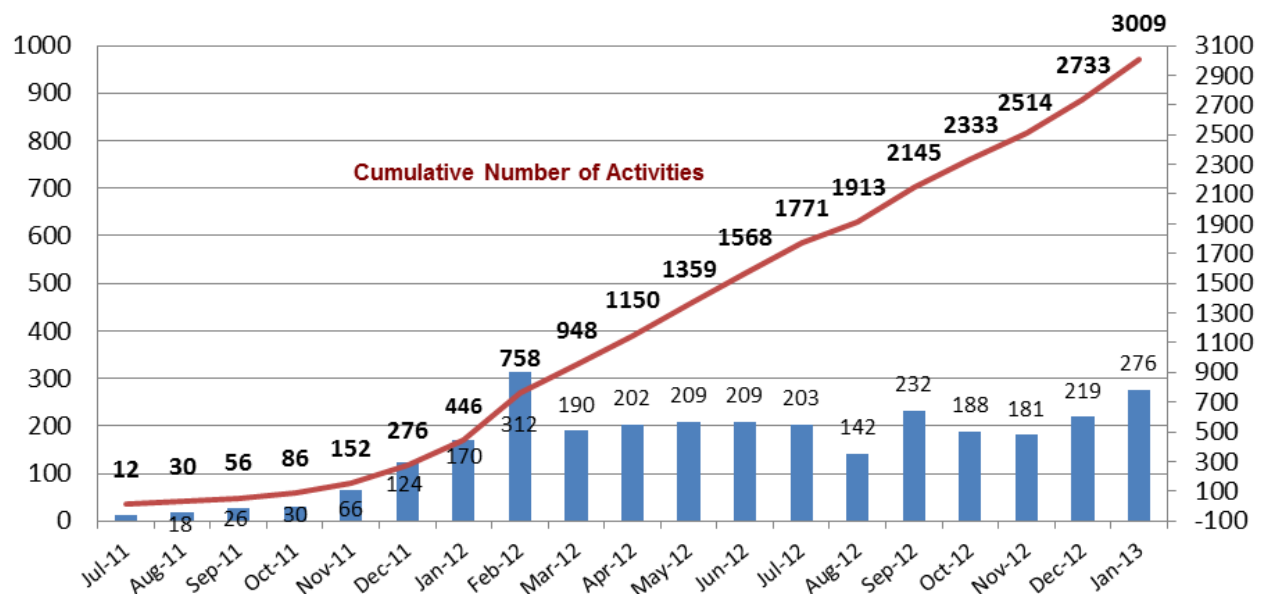
**Total Events:** USAID-*Tarabot* teams held 276 events (workshops and formal meetings) in January.

**Locations:** 133 of these events were held at locations in Baghdad, while 143 were delivered on location in 15 provinces.

**Type of Event:** 261 events were formal assessment meetings, action planning, or implementation workshops. 15 events were introductory meetings.

**Institutions:** 131 of these events were with 23 ministries; 112 events supported the Governors' Offices; 15 events were directly with the executive offices, and 3 events were with Provincial Councils, 2 events with NGOs, and 13 events were attended by a mix of entities specified above.

**Tarabot Components:** 58 events were carried out by the Civil Service Reform component, 24 by the National Policy Management component, 186 by the Administrative Decentralization component and 8 by the Education Capacity team.



# **CIVIL SERVICE REFORM**

## **1.1 Working with HC and PSM on Civil Service Overhaul, Cooperation, and Follow-up with Ministries and Provinces on Implementation Process**

The USAID–*Tarabot* team worked with the Budget Reform Committee to draw up a road map for budgetary reform. The team submitted two analysis papers on the state of the public financial management system and on budget reform. The committee discussed a public expenditure management survey, designed by USAID–*Tarabot* advisors, which focuses on five issues: identifying qualified accounting staff, budget implementation and transparency, internal controls, external controls, and internal auditing. The survey results will provide important input into the COMSEC Committee’s new draft budget law.

The USAID–*Tarabot* team also reviewed the Financial Management and Public Debt Law of 2004, carried out a gap-analysis, and prepared a set of recommendations to bridge the gap in the current legal framework, with the goal of developing an integrated Public Financial Management Law.

USAID–*Tarabot* advisors completed three manuals on public expenditure management: a performance program budgeting manual, a medium term budget framework manual, and a financial project appraisal manual. These manuals are being translated into Arabic, for discussion in the High Committee.

## **1.2 Human Resources Management**

The CSR team met the Human Resources Divisions (HRD) of seven ministries and the Baghdad Governorate to review their progress in implementing approved HRD structure and functions.

The Deputy HR Manager of the Ministry of Planning (MoP) met the CSR team and announced that 15 temporary employees have joined the Data and Personal Files Section. A Management Follow-up and Coordination Unit was established, and the progress of activating HR units for each section of the HRD was discussed. The CSR team asked the HRD for comments on the 52 HRD job descriptions which the team had provided. The Database & Personal Files Section established separate computerized systems for personnel data and scanned personal files, a step towards establishing the e-government program. The CSR team will offer advanced training on job analysis, job descriptions, selection testing and interviewing in February and March. The workshops follows an introductory HR training given last year, and will provide practice in the implementation of a Human Resources Management (HRM) system.

In the Ministry of Communications, all sections of approved HRD structure are in place, except for the HR Planning, Studies and Development Sections. The team provided advice on establishing an e-government system by linking HR activities to a central computer system with an intranet and email system for the ministry's departments and companies. The team is also providing advice on data archive systems. The Database and Personal Files Section has entered all the data on employees from 2005 to date. The team followed up with the ministry’s HR Manager on the progress of job descriptions and discussed the plan to provide further assistance on work planning and review forms.



In the Ministry of Health, all of the approved HRD organizational structure is in place, except for the HR Planning Unit. The HR Manager explained that the HRD collaborated closely with the Ministry's Planning department for HR planning functions. He stressed the necessity of upgrading the HR Division to a department in order to meet the needs of 190,000 employees.

In the Ministry of Oil, the team is working to establish the sections and units of the approved HRD structure. The Director General (DG) and HR Manager are working to merge and rename existing sections, in line with the approved structure. They met with the minister to discuss the importance of adopting the approved HR structure, but the minister disapproved, citing the lack of a compulsory order or law to implement the organizational structure. The HR Manager requested, and the CSR team scheduled, advanced workshops in HR Planning, Training and Development, Human Development and Career Path. The HR Manager will finish his review of the draft of the 52 job descriptions soon.

The CSR team reviewed the status and composition of the Ministry of Agriculture's 33 HRD staff and emphasized the necessity to activate the organizational structure approved by COMSEC. The Ministry of Agriculture is one of the few organizations reluctant to establish the HRD structure, and the CSR team asked the HR Manager to discuss the development of their HRD with the Deputy Minister. The HR Manager agreed to meet the deputy and the CSR team agreed to provide more technical assistance.

### **1.2.1 Human Resources Management Provincial Coordination**

The CSR team reviewed the progress of the provincial HRD sections in the Governorates of Anbar, Wasit, Najaf and Basra. In Anbar, the team discussed adoption of the approved HRD structure with the new HRD Manager. The manager agreed to implement the complete approved HRD structure and asked for assistance in establishing an electronic attendance system. In Wasit, the team met the Governors' Advisor and the Deputy Manager of the HRD to discuss a strategy for the modernization of their HRD. In Najaf, the team followed up on the progress made in an action plan for the HR Planning and Organization Section. In Basra, the team supported establishment of a training delivery facility.

The CSR team is also working with the Governorates of Dhi Qar, Maysan, Ninawa, Babil, Muthanna and Diwaniyah to review job descriptions for HRD staff. In Dhi Qar, the team followed up with the job descriptions working group on their review of the 52 draft job descriptions for HRD staff. The Deputy Governor approved the job description working group to conduct interviews for upcoming hires in the province, and asked the CSR team to design an interview test for new recruits. In Maysan, the CSR team met the HRD Manager and the Head of Retirement Section to discuss standard job descriptions. In Ninawa and Babil, they followed up with the job description working group to assess the responsibilities of the existing job descriptions and ensure they comply with the CSR-designed standard job descriptions. In Muthanna and Diwaniyah, the team assisted the HRD Manager to draft job descriptions.

### **1.2.2 Human Resources Management Information System**

In order to implement the HRMIS in the Basrah Governorate and district offices, the CSR team is finalizing a quotation for a draft infrastructure and hardware terms of reference. The team will report its recommendations to the High Committee for Civil Service Reform. The team is also assessing manpower and office layout for the Baghdad governorate building and its district offices.

### 1.3 Federal Civil Service Institute (FCSI) and Training Sections

The CSR team finalized the organizational structure, functions and responsibilities of the Federal Civil Service Institute (FCSI), an important step in the development of the institution, which will unify the development of civil servants across the government to provide efficient service delivery. The FCSI, mandated under Article 4-I of Federal Civil Service Commission (FCSC) Law of 2009, will have seven core functions: 1.) implementation of the FCSC's training and development policies, 2.) curriculum development for civil service training, 3.) capacity building for training and consultancy support, 4.) quality assurance and assessment, 5.) training delivery, 6.) providing scholarships, and 7.) public relations building.

The FCSI will carry out these functions through an organizational structure consisting of a Governing Board and Directorate General. The Governing Board will be the primary body for the institute and will work on civil service training and development, providing policy direction and operational guidance. The Directorate General will consist of a Director General, as the executive head who will provide leadership to the five divisions of the FCSI. The duties of the divisions and units have also been defined.

The CSR team also assessed the staffing needs of the institute, preparing staffing charts to depict the distribution of 52 job posts amongst its five divisions. It will enable the FCSI to identify the qualifications and experience of candidates required to successfully carry out a particular job in FCSI. Using merit-based recruitment, the FCSI will be able to perform functions and effectively achieve its objectives. The CSR team met the Training and Development (T&D) staff of Ministries of Agriculture, Planning, Communications and Health, Industry and Minerals, and Higher Education, along with the Baghdad Governorate to review their progress in the implementation of training needs analyses and to provide technical assistance. The results of the assessments helped the T&D staff prepare their annual training and development plans.

In the Ministry of Planning, the T&D Section completed the collection and categorization of training needs analysis information, assessing the training and development needs of 140 managers and employees. Eighty-eight training programs were identified to improve staff performance, all of which will inform the ministry's annual training and development plan. The T&D section of the Ministry of Communications collected training needs information and is categorizing and analyzing the information.



*Training and Development team workshop*

The CSR team assisted the Ministry of Agriculture to assess the training needs of more than 400 employees and the Ministry of Health to assess the training needs of 200 managers and employees. The Training Needs Analysis Teams of the two ministries are verifying and categorizing the information. Following advice from CSR advisors, the Ministry of Health's Deputy Director General of Administration increased the number of staff in the T&D Section, to enable it to achieve its objectives.

The CSR team delivered two workshops introducing the role and functions of T&D Sections and training needs analysis to the Ministry of Oil and the Governorates of Mosul and Babil. Following the

workshop, the T&D Section staff of the Babil Governorate made a presentation on the importance of training needs analysis to the Deputy Governor. The Deputy Governor issued an order to conduct a training needs analysis for all employees in the Governorate. The CSR team will assist the T&D staff to install a training need analysis system in Babil.

# NATIONAL POLICY MANAGEMENT

## 2.1 Regulatory Reform



*NPM meeting with DG of Business Registration at the Ministry of Trade*

National Policy Management (NPM) advisers met the Director General of Company Registration from the Ministry of Trade to develop an action plan for the implementation of Iraq Solutions for Regulatory and Administrative Reform (ISRAR) reform recommendations on business start-ups. The DG agreed to implement the following recommendations: 1) eliminate restrictions on trade names; 2) eliminate the tax clearance requirement for company registration; 3) eliminate the proof of lease requirement; 4) eliminate the requirement to cancel ration cards; and, 5) coordinate with other ministries that require additional trade licenses. NPM advisers will draft and review a plan with the Ministry of Trade in the next few weeks.

NPM advisers met with the General Director of the Baghdad Chamber of Commerce to review recommendations from the ISRAR reform package designed to improve company registration procedures in Iraq. The meeting focused on the recommendation to open a Chamber of Commerce name registration service in the Ministry of Trade's Company Registration Office. The Chamber of Commerce's Director expressed support for this reform, and asked to meet again with the Ministry of Trade and the ISRAR team to develop a detailed plan. The Director General of Company Registration said that the Ministry of Trade supports this initiative.

In a meeting with the Chief of Staff of the Prime Minister and Thamer Ghadban, the Chairman of the Prime Minister's Advisory Council (PMAC), Mr. Ghadban agreed to use his authority, as Head of the Public Sector Modernization (PSM) Committee, to submit his approval for the ISRAR recommendations to the Prime Minister's Office for endorsement and circulation to the ministries and regulatory agencies. Mr. Ghadban also nominated Raad Jahid Fahmi, the former Minister of Science and Technology as Head of the ISRAR Central Unit, along with the NPM team's Senior Legal Advisor, Adil Lami as Deputy.

The Facebook page set up to promote the ISRAR reforms has grown in popularity. The page will be useful for promoting reform initiatives and resources such as the website and online registry that will be launched in the coming months. The page can be found at [www.facebook.com/israrproject](http://www.facebook.com/israrproject).

## 2.2 Office of Policy Development in PMO

Following a series of workshops focused on policy development and implementation, the NPM team delivered two workshops to introduce the methods of quantitative policy analysis to policy advisors of the Prime Minister's Office. Quantitative policy is a new field where statistics and scientific research are used to support a policy recommendation. Participants discussed their policy research and were shown how to analyze data to develop evidence-based recommendations. Three more workshops are planned.

Thamer Ghadban, with the consent of the Chief of Staff of the Prime Minister, issued internal memo No. 308, which calls for the formation of a Public Policy Team to develop the Prime Minister's national policies. The memo draws heavily on the NPM team's design of the structure and duties of the Office of Policy Development (OPD). The team will be composed of the heads of the seven sectors of PMAC, all of whom are being assisted by NPM advisors to draft policy papers. Dr. Talib Al-Hamdany will manage the portfolio of the policy team and Mr. Ghadban will be its chairman. This order fulfills a commitment made by PMAC in a memorandum of understanding (MoU) with USAID to officially organize itself as the Office of Policy Development and to staff the office.

The policy advisors of the Prime Minister, Dr. Jowan Masum and Dr. Ali Shammary, having completed their research on the postal service and youth unemployment, began organizing policy discussions with stakeholders to share ideas and solicit solutions. The policy debates will be transparent and involve the participation of the public, ensuring policy recommendations that reflect the will of the people. The PMAC Chairman agreed to invite ministries, other government agencies, and private sector stakeholders to participate in the open forum.

Thamer Ghadban directed Huda Abdel Malik to coordinate with Dr. Jowan Masum, the head of the Committee on the OPD Website, to identify and subscribe to a server to activate the website as soon as possible.

## **2.2.1 Office of Policy Development in the Ministries**

The NPM team continued its assistance to economic-orientated ministries on conducting research for policy briefs, based on government priorities.

In a series of workshops, policy experts from the Ministry of Trade (MoT) began developing a policy brief for streamlining free trade agreements (FTAs). The policy aims to maximize the positive trade and welfare effects of FTAs by institutionalizing international best practices and modern analytical methods. The MoT team continued to examine the costs and benefits of trade liberalization to identify the problems of implementation and compliance and to set a baseline.

Policy advisors from the Ministry of Industry and Minerals (MoIM) attended four sessions working on a policy proposal for a monitoring and evaluation (M&E) system for the Industrial Strategy of Iraq. They defined the system's scope and elaborated on its management and ownership, how to make it credible and transparent, and the level of oversight necessary to ensure compliance. They are currently assessing the existing M&E practices in the industrial sector. The policy advisors are also developing a communications strategy for the Iraqi Revival Program for Industrialization (IRPI). Facilitated by the NPM team, they have completed an in-depth analysis of the stakeholders in order to identify their attitudes, resources, and ability to influence the policy outcome.



*NPM with the Policy Advisors of Ministry of Industry & Minerals*

Mentored by NPM advisors, the Ministry of Electricity's (MoE) policy unit produced the first draft of a research paper on energy efficiency in Iraq. The paper summarizes the current state of the electricity sector, identifies the difficulties in delivering efficient power services, and proposes a sustainable

approach using international best practices. The findings of this research will be used to inform stakeholders and develop policy recommendations.

Following workshops on needs assessment and developing of terms of reference, the NPM team provided two workshops on public policy making for 24 participants, including 16 women, from the newly established public policy offices of the socially-orientated Ministries of Environment, Human Rights, and Migration and Displacement. The workshops focused on problem solving, using Iraqi case scenarios, and demonstrated how policy research can be used to find a solution. These efforts complement NPM's work with the economic ministries over the past year.



*Meeting with social ministries*

The Ministry of Labor and Social Affairs (MoLSA) officially requested the assistance of the NPM team to establish an office of public policy in the ministry and to train staff in policy making. This is the fourth social ministry to request the assistance of USAID-Tarabot to establish policy units and train staff.

Hikmat J. Gorgees, the Deputy Minister of Environment, visited the NPM team to discuss the progress of his staff in public policy. He requested additional assistance, citing the ministry's struggle to successfully develop environmental policy, with particular focus on water resource management policy.

## **2.3 Office of Policy Development in President of the Republic's Diwan**

USAID-Tarabot advisors facilitated a discussion between the Presidency and the Ministries of Higher Education and Migration on the issue of the "brain gain of Iraqi academics". The policy aims to encourage Iraqi university professors teaching abroad to return to Iraq and teach. Participants discussed which incentives to offer the academics, and highlighted the government's current refusal to recognize foreign degrees as a significant hindrance to the return of Iraqi professors. The two ministries play an important role in this area, and a strong partnership will drive this valuable policy forward. USAID-Tarabot are now assisting Presidency advisors to engage with other stakeholders in order to further advocate the policy.



*Quantitative Policy workshop*

Three quantitative policy workshops were delivered on statistical methods and analysis to the advisors of the Bureau of Public Policy in the Presidency Diwan, President's Office, and Vice President's Office. The workshops focused on quantitative and qualitative data, data resources, and the accuracy of data during all the stages of research including data collection, analysis, and the development of policy recommendations.

## 2.4 Policy Communication and Outreach

Sixty representatives from civil society, including think-tanks, and 20 NGOs serving vulnerable populations in Baghdad, Diyala, Anbar, Babylon, and Basra were trained in three sessions on their role in the policy making process and how to become more active. The NPM team informed the participants about recently-announced funds from the U.S. Embassy to support NGO's work. Applications for the funds were distributed, and the NPM team explained how to fill out the forms, with the objective of building their capacity in developing grant proposals.

The NPM team met Ms. Omiya Al Jibara, the Head of the Salah Al-Din Council for Women's Organizations, a network organization focused on women's issues, to introduce its work on policy-making. Ms. Omiya thanked USAID-Tarabot for helping empowering women, and asked them to continue to build the policy-making capacity of women NGOs.



*Meeting with head of Babylon Legal Committee*

The team attended a celebration held by the Ministry of State for Women Affairs marking the Second Anniversary of Feminist Creativity, which honored the leaders of women-focused NGOs. The Minister commended their leadership role and presented gifts in recognition of their work.

The team attended a conference on the Statutes of Human Rights in Iraq, hosted by Institute for War & Peace Reporting. They presented their work in regulatory reform and highlighted the importance of developing economic laws that positively impact stakeholders and improve the quality of human rights. Participants included civil society organizations focused on human rights and government representatives, including an advisor for the Prime Minister and a Member of Parliament, and a representative from the Al Sadr Movement.

The NPM team established an office in Babil, this month, to serve the provincial councils and NGOs of Wasit, Diwaniyah, Najaf and Karbala. NPM advisors met Waai Kazem Hamzah, the Babylon Provincial Council Network Administrator for NGOs and Women Affairs, and Ahlaam Rashid, the Head of the Legal Committee in the Babil Provincial Council. They expressed an interest in the NPM team helping to train its advisors in policy communication and advocacy.

The team attended a conference on Women and Family Counseling in Karbala, where the issues of domestic violence against women, and the use of education to empower women were discussed. The team met Network Reaction to Civil Society Organizations in Babylon to introduce its work with Women NGOs in policy making, and to discuss a planned database for women NGOs in Babylon, Karbala, Qadissiya, Najaf and Wasit.



# ADMINISTRATIVE DECENTRALIZATION

## 3.1 AD Component Wide

USAID-*Tarabot* Planning advisors continued to support Government of Iraq (GoI) entities to secure cost-share funds for planned 2013 activities. The ministries that have secured the Ministry of Planning's (MoP) approval to date are: COMSEC, the Ministries of Youth and Sport, Culture, Labor and Social Affairs, Environment, Migration and Displacement, Justice, Municipalities and Public Works, Transportation, Construction and Housing, Health, Electricity, Oil, and Industry and Minerals. The Governors' Offices with MoP approval are: Anbar, Salah ad Din, Wasit, Basrah, Ninawa, and Muthanna.

## 3.2 Planning Advisory Unit

The Planning Advisory Unit met the Babil Governorate to determine the investment projects for 2013. Attended by the Deputy Governor, the Governor's Assistant for Planning, and members of Project Selection Committee, participants agreed on the criteria for project selection, which were forwarded to the Steering Committee. The Planning Unit also met with the Babil Governor to discuss the distribution of projects by sector, and to ensure they meet national objectives. Babil is the first province to use USAID-*Tarabot* criteria for selecting projects.

Planning advisors participated in two meetings with Deputy Governor in Muthanna to prepare a list of projects for 2013, organized by USAID-*Tarabot* criteria.

## 3.3 Administrative Decentralization Support

The Decentralization Advisory Unit conducted a workshop for the Minister of Youth & Sports and several DGs and advisors. The ministry has opened an accounting unit in each ministerial directorate, according to advice from decentralization unit advisors. It has also formed a ministerial committee, which includes a USAID-*Tarabot* adviser, to evaluate all proposed powers to be decentralized. Establishing dedicated accounting units in the directorates is an essential step towards the decentralization of financial management to provincial authorities.

The Minister of Education ordered the decentralization of the entire schools investment budget. Provincial control of the building and maintenance of schools provides an efficient and timely response to regional education needs. This groundbreaking transfer of central government power follows extensive USAID-*Tarabot* assistance to the Ministry of Education, and across all of government, to identify the benefits of decentralization.



*Decentralization workshop with MoYS*



*Iraqi school*



The Decentralization Advisory Unit conducted a workshop at the Najaf GO for participants representing the Governor. The Governor's Assistant for Administrative Affairs supported the unit's efforts and agreed to form a focus group to prepare a list of powers needed from the central government to better manage the province. This list will be evaluated by the Decentralization Unit and will be sent by the Najaf GO to the Council of Ministers.

The unit conducted a workshop to the Wasit Provincial Council (PC) and GO including the Deputy Governor for Technical Affairs, the Heads of the Legal Committee and Services Committee, and the directors of eight departments. The unit conducted five meetings in Kirkuk with the Governor, the Head of the Provincial Council, and three council members to prepare a decentralization workshop for staff. The Governor and PC Chair expressed their support for the workshop and nominated their deputies, as well as directors, to participate in the workshop.

The team met the Deputy Governor of Diyala to form a team with the Provincial Council to expedite the transfer of the administrative powers needed by the governor. The Deputy Governor agreed to head the team.

### **3.4 Public Fiscal Management Advisory Unit**

The Public Financial Management (PFM) unit conducted workshops at the Ministries of Health; Municipalities and Public Works (MoMPW); and Tourism and Antiquities (MoTA) to help streamline PFM practices to support budget formulation and execution. At the Ministry of Health, PFM advisors assessed the entire budget formulation and execution process. The assessment should lead to the development of a ministry-specific standard operating procedures manual. At MoMPW, PFM advisors presented the National and Sub National Objectives and action plan. The team introduced the concepts of performance measurement linked to budget submissions, and capital investment budgets linked to the operational budget under a broader program objective. The PFM team illustrated how the ministry could prepare a simple program budget structure, linking elements of the budget to the draft program structure by the end of year. At an introductory meeting with MoTA, PFM advisors presented the National and Sub National Objectives and action plan, and offered their technical assistance.



*PFM workshop*

The team met officials from the Ministries of Higher Education; Construction and Housing; and Industry and Minerals to explain the current PFM budget reform work plan, including results-based management and developing a medium term budget framework. The Ministry of Higher Education agreed to develop an indicative program budget. The PFM unit reviewed the Ministry of Industry and Minerals' budget formulation and execution functions with a hands-on survey to determine gaps in the public expenditure system and where PFM improvements can more readily be applied. The PFM advisory unit has developed a matrix to best present the current public financial management environment for ten ministries. The PFM practical survey should lead to a standard operating procedures manual.

### **3.5 Project Management Advisory Unit**

In coordination with the Education Capacity Building Initiative, the Project Management Unit advisors evaluated the implementation of the recently completed action plan for the Ministry of Education. It is

hoped that this technical assistance will demonstrate the value of a dedicated Project Management Office within the ministry.

Project Management Unit advisors worked with the Governor's Office of Kirkuk, Basrah, and Najaf to strengthen capacity in project management within the governorates. In Kirkuk, advisors worked with GO staff to assess their implementation of the Project Management Institute (PMI) methodology, and to prepare of a feasibility study and project charter to manage the construction of the new Tribal Council Building. In Basrah, advisors assessed the GO's implementation of PMI methodology and in Najaf they helped strengthen the capacity of GO engineers to meet stakeholder requirements.

Unit advisors met with Ministry of Minorities and Displacement to propose a project management office by restructuring its project section structure, followed up the on their implementation of a building project in Muthanna Province, and reviewed a feasibility study.

The unit met MoMPW to discuss the cost share of the ministry and to ensure that the project management methodology was being shared among engineers.

Unit advisors met with the Ministry of Agriculture to follow up on the implementation of PMI processes on a pilot project. The charter of the project was reviewed and the scope and other documents required for the project will continue to be prepared.

Project Management Unit advisors met GO staff from the provinces of Wasit, Muthanna, Babil, Basrah, Kirkuk and Najaf on the implementation of the PMI system and the establishment of a project management office. The Basrah Governor officially ordered the establishment of a project management office and discussed cost-share issues. In Muthanna and Babil, the unit refined pilot project activities. The Planning & Follow-up Directorate Manager in Wasit agreed on three pilot projects for 2013: a water pump unit project, the building of a new school, and a country road project. The unit followed up with the Kirkuk GO on the development of a stakeholder register for the purpose of preparing the standard documents for two selected pilot projects. Advisors met the Najaf GO to discuss the pilot project scope and project requirements, a revised proposal for a project management office, and a MoP official letter of approval for advisors to give 35 hours of training to project management engineers.

The PM team met the Ninawa GO, including the Project Management Department to deliver an MoP official order authorizing the province to spend the cost share budget (\$60,000) and to discuss the proposed plan of expenditure for the cost share budget.

### **3.6 Procurement Advisory Unit**

The Procurement Advisory Unit supported staff at Ministry of Labor and Social Affairs's (MoLSA) Contracts Department to finalize their 2013 procurement plans. The ministry staff finalized their standard procurement process and activated their new webpage. They will communicate these achievements in writing to the Ministry of Planning.



*Annual procurement review workshop*

Procurement Unit advisors met the Contracts Department of the Ministry of Electricity to review their progress against the 2012 work plan; provide technical advice for the preparation of the 2013 procurement plan and performance indicators; and to discuss a two-day workshop to support the preparation of the 2013 plan for investment projects.

USAID-*Tarabot* advisors met Contracts Department staff from Anbar and Karbala. In Anbar, advisors assessed the governorate's progress towards implementing the standard procurement process and archiving system, and helped prepare the 2013 procurement plan. In Karbala, advisors discussed publishing the 2013 procurement plan and the estimated costs of 2013 projects to the Contracts Department webpage. The recommendations are currently awaiting the Governor's approval.

The Procurement Unit met with MoP and the Director General of the Office of Government Public Contract and Policy (OGPCP) to coordinate the activities of the USAID-*Tarabot* project on strengthening public sector procurement. The team presented its work in public sector procurement, and OGPCP agreed to submit an official letter to all Iraqi entities in order to start working on the 2013 procurement plan, performance indicators, and archiving system.

Procurement advisors also met the Ministry of Justice to follow up on their progress implementing the standard procurement process and procurement planning. Advisors emphasized the importance of releasing estimated project costs. The unit will continue to assist the ministry to prepare a procurement plan for 2013 projects, schedule additional training, and to raise the issue of building a contracts department webpage to the minister's office.

The team met the Contracting Department of Diyala province to discuss a procurement plan and standard procurement process. The Contracting Department agreed to send a letter to the MoP acknowledging their adoption of the procurement plan. Another meeting was conducted in Diyala to discuss the bid evaluation process and the possibility of implementing standard bidding documents, performance indicators, and to transparently release estimated project costs. The Contracts Department Manager, the Chief of Engineers, and the Chair of the Bid Evaluation Committee will attend the procurement competency workshop.

An introductory meeting was conducted with DGs from the Ministry of Communications and its companies to offer them Procurement Unit assistance. Advisors will meet with other ministry officials.

The team conducted an eight-day procurement workshop for MoTA participants from the Departments of Contracting, Finance, Project Follow-Up, and the Office of the Inspector General. Advisors presented international best practices in procurement implementation, including preparing standard bidding documents, bid opening, evaluation and awarding, and contract implementation.

### 3.7 Organizational Development Advisory Unit

The Organizational Development (OD) Advisory Unit held several follow up meetings with the University of Baghdad, University of Technology, MoP, and MoTr to reform OD teams and offer workshops. The Unit met the MoTr General Director of Transport Projects Execution to discuss the solution maps developed by the OD team and an implementation plan.

OD advisors met the MoP's OD team to discuss the feedback received from ministry's managers on the proposed work plans.

A draft letter signifying the launch of the implementation phase was sent to the ministry's upper management for approval. The OD team met the Deputy Minister of MoEd. The Deputy committed to nominate five people to work with USAID-*Tarabot* advisors in the development of a permanent OD Unit at the ministry.



OD Workshop

The OD Unit launched OD phase 2 workshop 2 with Foundation of Technical Education (FoTE)'s OD Team, which includes designing detailed work plans based on a performance evaluation completed in the preceding phase.

The OD Unit met the Director of Planning from the University of Baghdad. The university's OD team produced an Organizational Performance Report, effectively launching the planning phase (Phase 2) of the OD cycle.

The OD Unit met employees from the University of Basrah to prepare the team for the implementation of the process-related solutions they developed and to prepare standard operating procedures. A designated group will be selected to pursue this work.

The OD Unit completed the fact-finding phase of the collaboration with COMSEC's Training and Development Department. They are writing a report on their analysis and recommendations.

### **3.8 Service Effectiveness Advisory Unit**

The Service Effectiveness Advisory Unit is preparing the initial assessment report for Ministry of Youth and Sport's (MoYS) youth clubs in Baghdad. The study covered nine youth clubs in Baghdad, five in Resafa and four in Karkh. This report will be used to identify areas of improvement. The unit also assisted the MoYS Directorate in Dhi-Qar to develop a customer satisfaction survey questionnaire for 471 people. The Unit advisor trained Directorate staff on administering the survey, the results of which will be used to improve services for young people.

The Unit completed the draft of a public service customer satisfaction survey proposal and draft questionnaires to be sent to USAID and Ministry of Health (MoH) for review. The ministry agreed to designate a team to work USAID-Tarabot.

The team met with tourism experts from MoTA to discuss the services of the ministry and to offer their technical assistance.

MoLSA agreed to work with the Service Effectiveness Unit on a customer satisfaction survey and written approval should follow shortly.

### **3.9 Service Center Advisory Unit**



*Workshop with MoMPW*

The Service Center Advisory Unit continued to develop a request for proposal for the Ministry of Municipalities and Public Works' (MoMPW) service center that will be completed during the first quarter of 2013. Advisors also conducted a workshop with the DG of Municipalities and the Director of Planning at the General Directorate of Municipalities to explain goals, methodology and the service center design.

Service Center Advisors continued work on the Services Guidelines Manual for the Ministry of Justice's Notary Public.

Advisors met the Directorate of Amara Municipality to explain the one-stop shop service center goals, methodology and design according to the final inception report and preliminary design.

At the provincial level, advisors met the Manager of Umm Qaser Port in Basrah province about opening a one-stop shop service center for General Company for Ports of Iraq (GCPI).

### **3.10 Quality Management Advisory Unit**

The Quality Management Advisory Unit met MoH quality representatives to provide assistance to orient their projects to the ISO 9001:2008 international standard. The ministry nominated Al-Kadhemia Hospital to be a pilot project to implement the quality management system, and agreed to establish a quality team. The unit will submit a gap analysis against the requirements of ISO 9001:2008 for the nominated pilot project.

The Quality Management Unit is assisting the MoH to establish a central laboratory for medical devices calibration. The unit will also help establish a quality unit in the ministry and an official letter will be issued from MoH high management in support.

The unit conducted workshops for COMSEC's quality team and representatives from the Ministry of Trade on the guidelines of quality management systems for training, according to international standards. A gap analysis will be conducted to evaluate the Ministry of Trade's quality management system.

The unit conducted a workshop for senior managers of the GCPI. The workshop introduced a variety of quality management themes and international standards. The GCPI asked for additional support and agreed to form quality units.

Advisors conducted a technical meeting with the MoEd Deputy Minister for Scientific Affairs to review the progress of the MoEd quality team, and to agree to additional assistance. Unit advisors will perform a gap analysis to evaluate the ministry's quality management system.

The Quality Management Unit held an introductory meeting with the Basrah governorate to provide an overview of quality management methodologies. Participants discussed the adoption of a quality management system in the province, and the formation of quality unit.

### **3.11 Iraq Development Management System**

The Iraq Development Management System (IDMS) advisory unit conducted a series of technical meetings with key IDMS personnel from the Ministries of Transport, Agriculture, Health, Justice, and Water Resources. Advisors trained ministry staff on IDMS applications, including the scheduling, updating and uploading of capital investment portfolio projects for the past two years. They also worked with staff to prepare and upload the proposed projects in the 2013 capital investment portfolio.

The Ministry of Planning established a committee to oversee the utility and implementation of the IDMS, with USAID-Tarabot assistance.

The IDMS team met project managers from MoE and MoIM to discuss the next step of IDMS. Representatives from both ministries requested additional workshops that cover the procurement plan and how to do a follow up and contract evaluation.

### 3.12 Education Capacity-Building Initiative

The Education Capacity Building Initiative team met senior advisors from the Prime Minister's Advisory Council (PMAC) to present a country-wide database of donor education projects. PMAC requested the database to help them sort and understand donor projects in the education sector by region and field unit. The team presented the final version of the database with the extra features the PMAC requested such as reporting tools and authorizations. The database will allow PMAC to better assess the needs of the education sector.

During January, the team continued with its activities training more than 120 MoEd staff throughout Iraq in Project Management, Communications & Leadership, Information Technology (Web Design and MS Office), and Micro Procurement. At the request of the MoEd, a course was offered this month as a special Training of Trainers (ToT) preparatory workshop in Communication and Leadership in the MoEd Training Hall.

The Education Capacity Building Initiative's (ECBI) Fiscal Management Team met the Director of the Accounting Department in Rusafa to follow up with trainees and nominate candidates for advanced courses. ECBI IT advisors drafted an education database for the Prime Minister Advisory Council, in response to a request from USAID, and are transferring a copy of the database of Ministry of Education trainees to the Ministry HQ, to prepare for more cost-share funded training courses.



*Workshop with Ministry of Education*

	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Total
<b>Completed Classes</b>	<b>2</b>	<b>6</b>	<b>5</b>	<b>2</b>	<b>13</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>57</b>
<b>Participants</b>	<b>64</b>	<b>86</b>	<b>78</b>	<b>41</b>	<b>174</b>	<b>103</b>	<b>118</b>	<b>98</b>	<b>121</b>	<b>883<sup>2</sup></b>
FM	44	0	20	20	44	20	14	20	0	182
CL	0	30	16	21	52	31	46	41	64	301
IT	0	0	0	0	38	24	22	10	27	121
PM	0	14	42	0	9	28	14	27	16	150
Pro	20	24	0	0	12	0	22	0	22	100
Other <sup>3</sup>	0	18	6	11	19	0	0	0	0	60

<sup>2</sup> Total number of participants not including focus groups

<sup>3</sup> Includes courses other than the main 5 core areas (i.e. quality assurance) and focus groups

### **3.13 Process Development Advisory Group**

The Process Development Advisory Unit (PDU) met the Deputy Ministers of Education, and Migration and Displacement to present the Process Development methodology. The ministry agreed to form a process development team and to prepare for a training course.

The PDU team met the Director of the Research and Studies Directorate and the Deputy Director General of the General Company for Ports of Iraq (GCPI) to introduce their services. The Deputy officially requested USAID-*Tarabot* support to form a process development team.

The PDU team, in cooperation with the OD team, met several Directors at the University of Basrah to offer their services and to discuss the formation of a process development team.

## PROJECT ADMINISTRATION

**Staffing and Deployment:** The project has a staff of 32 expatriate and 248 local personnel, as of January 31, 2013.

**Security, Facilities:** In response to an increase in security threats in Babil Province, MSI's security contractor traveled to the Babil hub office to assess the security situation and interview the local security guards. Our security contractor hired one additional security guard to serve in a supervisory role. Local government authorities in Basrah issued a temporary ban on armored vehicles in the province, which restricted expatriate involvement in activities from January 14 to 22.